

Strategic Plan Academic Years 2007-2012

February 25, 2008

The first version of Southwest Minnesota State University's Biennial Strategic Plan was published and distributed in December 2002. The format of this Plan for the Academic Years 2007-2012 is consistent with the original planning document (Biennial Strategic Plan, 12/2002). Goals and objectives are in the first column on the left. Beneath the Objective statements will appear reports provided by each of the university units that are involved in achieving the goals. The reporting unit is in **bold** typeface and the narratives are provided from the responsible organizational unit. Supporting documents that contain much more detail are available on the University's web site at http://www.southwestmsu.edu and in the offices of the Vice Presidents and the Office of the Provost.

The second column demonstrates the integration of the University's Biennial Strategic Plan with the Minnesota State Colleges and Universities System Action Plan for 2006-2010. The System Action Plan can be found online at http://www.mnscu.edu. Southwest Minnesota State University's Biennial Strategic Plan is aligned, as well, with the Higher Learning Commission of the North Central Association of Colleges and Schools criteria for accreditation http://www.ncahigherlearningcommission.org/.

The third column lists the department(s) at SMSU involved in reaching the strategic objectives. Actions that can be completed within two years are noted within the scope of short term planning.

Strategic Objectives by Goal		SMSU Department Responsibilities
 Goal One. Southwest Minnesota State University will continue to be the higher education institution of first choice in southwest Minnesota. Input goal. [HLC Criterion 1-5] Strategy Statements: Offer high quality academic programs. Improve communication between SMSU and its publics. Market SMSU effectively. Increase SMSU enrollments. Cultivate relationships with employers. Emphasize and advertise more opportunities to regional junior high and senior high students. Focus on enrollment, retention, and financial aid for the next two years 	SD1 SD2 SD3 SD4	
Objectives:		
 Seek to enroll 600 true freshman and retain at least 80% as returning sophomores, with particular attention to recruiting underrepresented and underserved populations. Enrollment and retention are university-wide responsibilities. Improve and expand both physical and electronic efforts to make SMSU more attractive to potential students. Establish an aggressive marketing campaign for the university. Continue to make the campus exterior more beautiful and inviting 	1.1 1.3 2.3 3.1 3.2 3.3	President, Provost, Vice Presidents, Deans, Enrollment Management

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities		
with additional landscaping, a visible campus entrance, and a visual				
symbol for the university.				
5. Continue the cycle of program reviews and assessment of educational activities as they affect our mission and service to the region. (changed)				
 Continue to include results of student satisfaction surveys in departmental annual reports. 				
Goal Two. Southwest Minnesota State University will create comprehensive	SD1			
<i>learning experiences for its students.</i> Process goal. [HLC Criterion 2-4] Strategy Statements:	SD2 SD3			
1) Increase cross-cultural interactions to promote understanding and	SD3 SD4			
appreciation within the campus community.				
2) Offer integrated academic and co-curricular experiences to enhance				
student development.3) Continue to encourage faculty and staff to take students to professional				
meetings and conferences.				
Objectives:				
1. Create a broad educational focus on an overarching theme.	1.1	Provost, Associate		
2. Develop and implement a comprehensive First Year Experience	2.1	Vice President		
program that is integrated into the University curriculum. Include all aspects of student services and student life in planning and	2.2 2.3	Student Affairs, Deans, Academic		
participation.	4.1	Departments		
3. Actively seek participation from a diverse population of students,	4.3			
faculty, staff, and community members, and promote physical and				
social inclusiveness, particularly for physically disabled and international students.				
4. Enhance the Success Coach program, improve the transfer				
sophomore/junior/senior experience, and expand cultural orientation for				
all new students.				
 Continue to explore options to expand cultural diversity/awareness, develop and expand collaborative learning opportunities, study 				
abroad programs, and international exchange programs.				
6. Develop a mentor program for minority and international students.				
7. Continue to assess and evaluate all learning opportunities, including				
those outside the classroom, credit/non-credit certificates, in-service training, PSEO, etc.				
8. Explore potential for more interdisciplinary programs, and emphasize				
interdisciplinary activity/study in existing academic programs.				
9. Continue to address the need for enhanced use of technology in the				
classroom and for faculty development in use of new technology.				
Goal Three. Southwest Minnesota State University will develop students' talents to				
prepare them to be successful in life. Output goal. [HLC Criterion 2-4]	SD2			
Strategy Statements:1) Offer high quality academic experiences.	SD3 SD4			
 Early in the advising process, assist students to set, review, and update 				
goals for their education.				
3) Design the revised Liberal Arts Core to provide developmental	I			

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	progression for student learning.		
4)	Incorporate the Liberal Arts Core's valued student outcomes into		
_``	academic majors and all degree programs.		
5)	Help students understand and relate concepts across disciplines and experiences.		
6)	<i>Continue to</i> increase integration of library, computers, and communication		
	technology in the classroom.		
7)	Provide students with an integrated learning experience.		
8)	Provide students with employment-related data and experiences.		
Objec	tives:		
1.	Develop systemic integration of student services, student life,	1.1	Provost, Vice
	activities, academics, and other aspects of university life.	1.3	Presidents, Deans
2.	Establish an integrated approach to the advising process and assess	2.1	Faculty, Staff,
	advising procedures and structures.	2.2	Students
3.	Assess and evaluate graduation requirements at every level, including		
	major and minor graduation requirements in light of the legislative		
4	mandate of 120 credits.		
4.	Assess and evaluate both employment and non-employment student		
	outcomes, to include internship opportunities and other job-related programs.		
goal. [I	<i>as a student-centered higher education institution.</i> Organizational culture HLC Criterion 2-4] gy Statements: <i>Continue to use outcome-based learning</i> and student-centered criteria for performance improvement in accordance with Higher Learning Commission mandates. Involve students, faculty, and staff in identifying ways to re-design student facilities and services to better meet student needs.	SD2 SD3 SD4	
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Strateg	ic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
	life.		
Objec	tive:		
1.	<i>Continue to</i> enhance SMSU's role as a center for economic and	3.1	President, Provos
	community development.	3.2	Vice Presidents,
2.	Promote the events center as a regional resource to positively affect	3.3	Deans, Academic
	quality of life in the region.	4.1	Departments, Sta
3.	Assess the effectiveness of university personnel participation in regional service and cultural activities.		
	x . Southwest Minnesota State University will manage itself to ensure high	SD1	
	standards and to optimize its fiscal, human, and physical resources.	SD2	
	ement and stewardship goal. [HLC Criteria 1-5]	SD3	
	gy Statements:	SD4	
1)	Focus on the Vision Statement <i>and Core Values</i> to provide resources for achievement of long-term goals.		
2)	Coordinate the collection, analysis, and use of data to improve teaching,		
2)	learning, and institutional effectiveness <i>according to Higher Learning</i>		
	Commission guidelines.		
3)	Bolster financial strength by optimizing enrollments, securing public and		
,	private external resources and working with the MnSCU system, the		
	Legislature, and other parties to ensure adequate levels of funding.		
4)	<i>Continue to</i> hire qualified candidates with outstanding credentials and experience.		
5)	Support employees by providing opportunities for training and		
	professional development.		
6)	Make sufficient expenditures to maximize the usefulness of facilities.		
7)	Use the facilities master plan and the University's mission to guide		
0)	decisions to modify existing facilities.		
8)	Include stewardship, accountability, and partnership with the community as part of all long-range planning decisions.		
9)	Continue to decrease SMSU's environmental footprint by reducing		
)	energy use, reducing the waste stream, and obtaining energy from		
	renewable sources.		
Objec	tives:		
1.	Coordinate assessment with Goal 1, Objective 1, using valid, reliable, and	1.1	President, Provos
	timely measurement of university goals, institutional effectiveness, and	2.1	Deans, Academic
	integrated planning.	3.1	Departments
2.	Use the mission, vision statement and priorities proposed by the Brown and Cold Tagk Force to guide the University's master plan	4.1	
2	Brown and Gold Task Force to guide the University's master plan.		
3.	<i>Evaluate recruitment procedures continuously for the purpose of strengthening the recruitment process.</i>		
Δ	Continue to strengthen enrollment and private and state resources.		
	Continue to strengthen enrollment and private and state resources. Continue renovation and replacement of residence halls and refurbishment		
5.	of classroom facilities.		